

CHARTER ENTERPRISE TASK FORCE

I. Background:

We are entering the last phase of our transformation from a Cold War Army to a 21st Century Army – an agile, disciplined Warrior Team dominant across the spectrum of conflict. GEN Shinseki and Secretary White provided the intellectual framework for our transformation. GEN Schoomaker and Secretary Harvey led the organizational change. The challenge to us is to adapt our institutions to cement the transformation of the Army of the 21st Century. We will accomplish this by:

- a. Harnessing the innovative spirit that makes our Soldiers so effective in combat.
- b. Adopting an enterprise approach to fiscal decision-making that allows us to most effectively and efficiently generate trained and ready forces for the Combatant Commanders
- c. Educating our senior leaders to provide them the skills to lead this cultural change and to guide the Army Enterprise
- d. Adapting our institutions and governance models to inculcate this institutional change.

The Enterprise Task Force will lead this effort for the Secretary and Chief of Staff of the Army.

II. The Enterprise Task Force:

The Enterprise Task Force (ETF) develops and oversees, under the direction of the Chief Management Officer (CMO), the implementation of plans and processes to inculcate an enterprise approach to Army decision making. The ETF leads the adaptation of Army culture, organizations, and processes so that leaders take a holistic approach to running the Army and more effectively and efficiently generate trained and ready forces for full-spectrum operations.

- a. The mission and activities of the ETF are under the direction of the CMO.
- b. Unless expressly extended in writing by the Secretary and Chief of Staff, Army, the ETF dissolves not later than 30 September 2011.
- c. The Director of the ETF is a Lieutenant General who serves as the Special Assistant to the Secretary of the Army.
- d. The Deputy Director of the ETF is a career member of the Senior Executive Service and Deputy CMO.
- e. The ETF is manned by a small staff and relies principally on support across the Department of the Army Staff, Army commands, and other organizations.
- f. Nothing herein is intended to modify the duties and responsibilities assigned by law, regulation, or prior valid delegation to other staff elements within the Headquarters, Department of the Army, Army commands, and other Army organizations and activities.

III. Reporting and Coordination.

- a. The Director of the ETF reports through the CMO to the Secretary of the Army.

- b. The ETF coordinates operations and activities with the Headquarters, Department of the Army Staff, Army commands, and other organizations to ensure transparency and full integration.
- c. The Director of the ETF submits recommendations through the Senior Review Group to the Army Review Board for approval.

IV. Outcomes.

By 1 October 2008:

- Develop, recommend, and upon approval implement an enterprise governance model for the Army (pilot), to include the appropriate division of labor between the Secretariat, ARSTAF, and subordinate organizations.
- Develop initial metrics to define and measure success for the pilot program.
- Implement enterprise approach training and education in coordination with TRADOC to change Army culture.
- Execute a strategic communications plan in coordination with Army Chief, Public Affairs, to educate and generate momentum.

By 1 October 2009:


- Coordinate Enterprise activities and structures into the revision of General Orders No. 3.
- Develop recommendations to improve how the Army develops its requirements.
- Draft, coordinate, and, upon approval, coordinate the execution of a comprehensive plan to revise Army governance frameworks and institutionalize the lessons learned from implementing the initial governance model (pilot).
- Modify the Army Campaign Plan, in coordination with the VCSA and G3, to integrate and synchronize an enterprise approach and make the Army Force Generation Process (ARFORGEN) more efficient and effective.
- Develop recommendations on how to integrate the Army enterprise approach with the QDR and other DoD enterprise management efforts to maximize unity of effort.

By 1 October 2010:

- Make recommendations regarding the potential adaptation of Army organizations and institutions.

By April 2011:

- Army culture reflects an enterprise approach for decision making.
- Army governance structures and processes reflect an enterprise approach.
- The Army is more effective and efficient in producing trained and ready forces.
- The Deputy CMO is leading Enterprise initiatives.
- The division of labor between HQDA and subordinate organizations is improved and refined.


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